Enterprise Project Management Office

Portfolio Management

Program Management Process

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1 Document History

1) Revision History

Revision #	Revision Date	Description of Change	Author
1.0	3/28/2008	Initial Document	J. Tulenko

2 Purpose

The Project Management Institute (PMI) defines a program as "a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of the discrete projects in the program."

The purpose of this document is to define a procedure for tracking programs through the Enterprise Project Management Office (EPMO) and the Project Portfolio Management (PPM) tool that meets the needs of the EPMO, supports the efforts of the agencies to track and manage programs, and is consistent with the definition above. The procedure outlined below is designed as a first step towards a more comprehensive overall statewide approach to program management.

3 Program Management Process

3.1 Benefits of Program Management in the PPM Tool

- View the status of all related projects within a program simultaneously
- Look at total costs and benefits for a program
- Review all change requests associated with a program to understand the total anticipated impact.
- Understand cross-project dependencies and schedules
- Identify risks and issues that cross projects or impact multiple projects

3.2 Requirements/Background Information

3.2.1 Program Creation

- When an agency considers implementing a program, the agency Project Manager (PM) or the agency Project Management Office (PMO) is responsible for consulting the agency Project Management Advisor (PMA). The EPMO Director will make a final determination with input from the agency PMA and senior level management.
- The program within the PPM tool will be created and managed by someone in the agency with a PMO role in the PPM tool.
- The agency program team will be responsible for creating and maintaining the program and for tracking information about and the status of the program (covering information that is not contained within the individual projects within the program).

3.2.2 Workflow/Gate Approvals

- Programs do not go through the gate approval process.
- Projects go through the gate approval process.
- A project less than $500,000 that is part of a program must follow the same workflow as projects greater than $500,000. This includes gate approval and project status reporting.

3.2.3 Status Reporting

Status reports will not be done at the program level, but are required for the individual projects. The projects must submit status reports for the same month (as is currently required of all projects).

3.2.4 Viewing and Editing Programs

The ability to create, update or view a program depends on PPM tool license type. To find out your license type, log in to the PPM tool, click on "About". Your license type is displayed as Level. The license types and their user rights are listed below:

PPM Tool License Type	Program User Rights
PMO	Create Programs, View All Programs, Update if added as a Contributor
Contributor	View, if added as a Contributor to the program
PMA	View, Create Issues and Risks
ITS-QA	View, Create Issues and Risks
Statewide Approver	View, Create Issues and Risks
Statewide Reviewer	View, Create Issues and Risks
Project Reviewer	View

3.3 PPM Tool Program Functionality

3.3.1 Program Level Functionality

- Sums costs and budgets from all associated projects.
- Sums benefits from all associated projects.
- Enables the creation of program level issues and risks and the roll up of project issues that are identified as needing to be identified at the program level.
- Summarizes the program schedule across all projects and identifies the program start and end dates (Planned Dates on Program Schedule tab come from Project Info tab, Forecast Dates on Program Schedule tab come from Planned Dates on Project Info tab).
- Tracks program-specific documents.
- Provides a program level summary report.

3.3.2 Limitations

- Projects cannot be in more than one program
- Programs cannot span agencies (projects must all be in the same agency). However, we can use "Custom Portfolios" to achieve multi-agency program support.

3.4 Program Management Procedure

1) When an agency considers implementing a program, the agency PM or the agency PMO is responsible for consulting the agency PMA. The PMA can also suggest to the agency PM or the agency PMO that an effort is really a program. The EPMO Director will make a final determination with input from the agency PMA and senior level management.

2) Once a program has been approved, regardless of whether projects have already been created, initiated, or are underway; a staff member in the agency with a PMO role in the PPM Tool should create a Program within the PPM tool. See Section 4 Data Entry Instructions. The agency PMO staff, based on input from the agency PM, will associate projects within the program.

3) The agency should create all potential projects for the program and keep them in Initiation until they are ready to move forward for approval. Overhead should be directly allocated to active projects either equally to all projects or prorated to the size of the project.

4) If any project that is part of a program is less than $500,000, the project range in the PPM tool must be "Part of Program - < $500,000". The project range "Part of Program - < $500,000" will follow the same workflow as projects over $500,000, including monthly status reporting and obtaining Gate 1, Gate 2, and Gate 3 approvals.

5) Statewide Approvers for projects may use the program information to assist them in their assessment of a project during any gate review process as well as at any other point in a project's life cycle (for example, change requests) and may create program issues.

6) The agency will submit monthly status reports on all of the active projects within a program (those projects past Gate 1 and not yet in closeout). The status reports should be submitted by the due date and **must** be submitted for the same month.

7) The EPMO Quality Assurance team (QA) will assess the status reports for the individual projects. The information for the program level will be used to facilitate the QA review. The QA team may raise issues associated with the program or individual projects. Where practical, issues will be at the project level rather than the program level.

8) The Program Manager or other assigned individual within the program is responsible for providing a corrective action plan for issues identified at the program level. Therefore, as part of the status reporting process, the agency will be responsible for reviewing issues at the program level. When an issue within a project is identified as being a program issue, it will be assigned to a program manager or PMO staff person, not the project manager, to ensure an appropriate level of awareness of the issue.

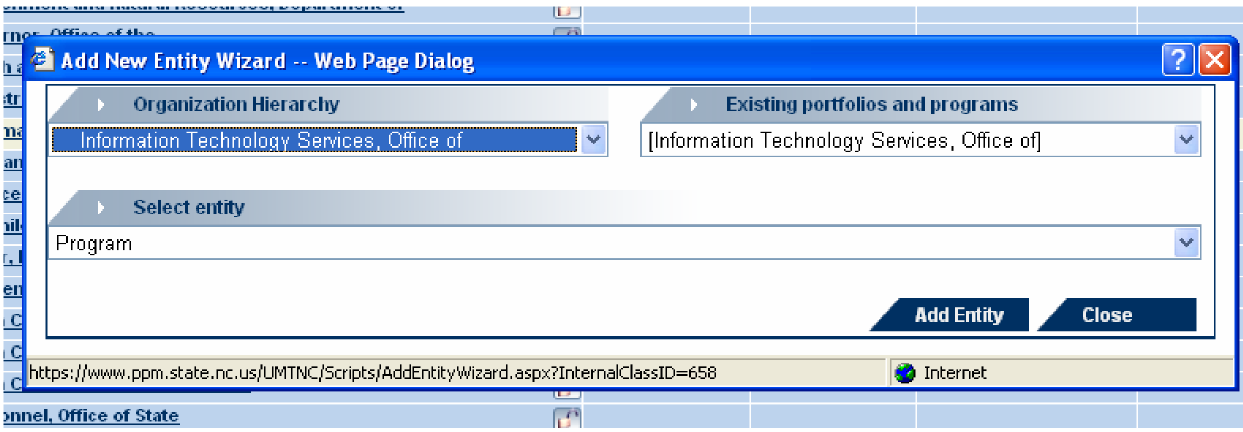
9) Upon request, or if the majority of active projects within a program have an overall indicator of yellow or red and at the discretion of the EPMO director, the QA team will

provide the program level report to the SCIO. Anyone with access to the program may run this report at any time. In all cases, the program level report will be run quarterly in preparation for the quarterly project review meeting held by the SCIO.

10) When the final project enters the closeout phase, the program team will be expected to complete a program closeout process in addition to closing out all projects in the program. The program closeout process requires attaching a program lessons learned document on the Document Management tab in the program..

4 Program Data Entry in PPM Tool

1) To add a program, a user must have a PMO license type.
2) Log in to PPM Tool.
3) In Portfolio Selector, under Display Entities, select Programs and click Apply.
4) Click to the right of your agency name. The line changes color.
5) Click Add.
6) On the Add New Entity Wizard, select Program from the Select Entity drop down.
7) Click Add Entity.



8) The program should be created with the following attributes, which are all located on the Program Info tab:
   - Name (Required to initially create the program)
   - Program ID (Required to initially create the program)
   - Contributor
   - PMA
   - Program Objectives
   - Business Need
   - Scope
   - Assumptions
   - Dependencies

9) The user will only enter data on the Program Info tab. All other tabs will be automatically populated with data based on the underlying projects.

10) To associate a project with a program:
    - Enter the project and click on the Project Associations link.
    - Click Program Associations tab
    - Click Add (on right side of tab)
    - Choose Program Name from dropdown list of Programs
    - Click Update

5 Exceptions

5.1.1 Program Overhead Project

1) If all overhead cannot be allocated to projects, the agency may create a Program Overhead Project to document program costs not associated to individual projects. A Program Overhead project requires approval from the EPMO Director and the Office of State Budget and Management (OSBM).

2) The agency is responsible for obtaining approval from the EPMO Director and Office of State Budget and Management (OSBM) prior to creating the Program Overhead Project.

3) The agency PM or the agency PMO is responsible for creating the Program Overhead Project that is associated with the program. The project:
    - Should include, but is not limited to, programs costs associated with the program but not assigned to a particular project, benefits of the program (these will automatically roll up to the program) that are not accounted for in other projects, and all of the attributes required for a project.
    - Will be expected to have milestones, accomplishments, etc.
    - Will go through the gate process.
    - Will be required to submit monthly status reports.

4) The Program Overhead Project should go through Gate 1 as soon as possible after it is created. This will put the Program Overhead Project in Planning and Design (or Registration if under $500K) and allow status reports to be completed on it. The determination of the Project Range for the Program Overhead Project will be based on the overhead costs. If under $100K, the Program Overhead Project should still use the "$100,000 - $500,000" (Registered) range so that it is explicitly approved by the Statewide Approvers.

    For Program Overhead Projects over $500K, the Program Overhead Project should "lead the way" and be the first project in the program to move forward to E&B and Implementation. Program Overhead Projects should be the last project in a program to move to Closeout.

5.1.2 Program Definition Project

1) If some projects cannot be defined in a timely manner, the agency may create a Program Definition project to document the estimated cost and benefits of the undefined projects. A Program Definition project requires approval from the EPMO Director and the Office of State Budget and Management (OSBM).

2) The agency is responsible for obtaining approval from the EPMO Director and Office of State Budget and Management (OSBM) prior to creating the Program Definition Project.

3) The Program Definition Project holds the estimated costs and benefits for projects that are anticipated but not yet defined. This allows the program to accurately reflect the estimated costs and benefits.

4) The Program Definition Project remains in the Initiation phase and its costs and benefits are decremented as new projects are defined. Each time the Program Definition project is decremented, the agency should review the Program to ensure that the total dollars in the Program are accurate.

5) After all projects in the program have been defined and all costs and benefits in the Program Definition project are $0, a request should be made to the PPM team to move the Program Definition Project to Cancelled.

6 Contacts

To contact the EPMO staff, please see the EPMO Staff Directory:
http://www.epmo.scio.nc.gov/StaffDirectory.asp